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22 November 1950

MEMORANDUM FOR: CHIEF, TRD

SUBJECT: Increased Training Load

1. In accordance with your instruction by memorandum of 15 November, STB has prepared a plan which will fulfill the training requirements of OSO, OPC, and TRD as indicated by the estimates submitted; i.e., approximately sixty incoming students per month.

2. In the preparation of the plan, the following factors were considered:

a. General program requirements which exist for the training of OSO and OPC officers.

b. The need for an integrated training pattern.

c. The quality and effectiveness of training.

d. The maintenance of a valid evaluation system.

e. Limitations imposed by space conditions.

f. A limited number of instructors available.

g. Maximum capabilities of the available instructor staff.

3. Against the background of these factors and considerations, several alternative solutions to the problem were discussed with respect to their relative advantages and disadvantages. The following solution is recommended as the one which offers less disadvantages and weaknesses than others.

4. This plan enables TRD to enter sixty students during the course of a month into each of the Common Instruction courses. It will be implemented through the following steps:

a. The ceiling on all student bodies in all Common Instruction courses will be raised to thirty.

b. All Common Instruction

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b. All Common Instruction courses will be shortened. The SOC will be reduced to four weeks; the OC to four weeks; the AOC to three weeks. The latter reduction will allow time for the one-week Staff Indoctrination Course which will incorporate all organizational and procedural materials previously covered by the AOC.

c. All courses of Common Instruction will be conducted more frequently by running parallel courses on a bi-weekly, overlapping basis. (See attached chart of scheduled courses.)

d. All available qualified instructors in STB will be mobilized for participation in Common Instruction training. Furthermore, according to your directive an attempt will be made to enlist the services of other qualified TRD instructors and staff officers for the duration of this emergency, at least until the staff situation in STB has improved.

e. The participation of guest speakers will be reduced to a bare minimum.

5. While the plan will meet the requirements as stated in paragraph one and thus increase the production by approximately 200 percent, it obviously presents certain limitations. It seems advisable to spell out these limitations which will be encountered in the implementation of such an emergency program:

a. Some valid training materials and methods will have to be eliminated; however, an effort will be made to keep a possible reduction of the over-all training value of the courses down to a minimum.

b. The continuous pressure on the instructors' staff and the stepped-up frequency of lectures and laboratory problems may possibly create a static, canning, or freezing effect; special efforts will be made to avoid a reduction in the quality of training.

c. Less individual attention can be paid to students, due to the increase in size of classes, the greater burden on the instructors, and the shorter course periods.

d. Pressure of work will not only considerably increase for the instructors but also for the students; this may lower the quality of their performance somewhat.

e. The larger size of classes, the elimination of some of the laboratory work including some live problems, the shortening of courses, the reduced opportunity to observe the students, and the increased pressure on the staff will inevitably result in reducing the effectiveness of the evaluation program.

f. Space

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f. Space conditions will be overcrowded and may present a health problem.

g. In view of the space requirements for this plan, the Administration Course will have to be conducted in Room 151, reduce its ceiling to eighteen students, and therefore be given every three weeks. These arrangements will allow STB to meet the estimated requirements for clerical and administrative personnel of lower grades.

h. This plan does not take into account the absence of STB instructors due to illness, annual or emergency leave, or other circumstances.

i. As spelled out in your memorandum, it has to be understood that this project "should have first priority in all Staff Training." Consequently, it may be impossible to fulfill other demands which should be made on the already limited STB staff, such as special project requirements.

6. The plan as outlined and for which detailed schedule outlines are being prepared could be implemented at the following times, taking into account the current existing training load:

- a. for the SOC starting 11 December 1950;
- b. for the Staff Indoctrination Course starting 11 December;
- c. for the AOC starting 18 December 1950; and
- d. for the OC starting 2 January 1951.

7. In recommending this general plan, the following specific recommendations are submitted:

a. That for the average new officer the training pattern consist of four weeks' SOC, one week Interim ~~Studies~~, four weeks' OC, one week Interim Studies, one week Staff Indoctrination Course, and three weeks' AOC.

b. That in order to compensate for the apparent disadvantages of this emergency plan, and in view of the time reduction for Common Instruction from seventeen to fourteen weeks, the divisions and staffs of OSO and OPC be urged to use the balance of time for advanced specialized training of their students.

c. Since it is anticipated that STB instructors will of necessity have to devote overtime hours in order to meet student requirements for personal assistance, to complete the grading of students' written papers, and to complete students' evaluations within established deadlines, it is recommended that all authorized

overtime

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overtime be compensated for on a financial basis. The Deputy, STB, will prepare an estimate for such overtime and will be responsible for insuring that overtime duty is held to a minimum and authorized only when it is an operational necessity.

d. That in view of its limitations as spelled out in paragraph five, this present plan not be considered a permanent one but that modifications be adopted if and when the training load should decrease.



Chief, Staff Training Branch

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Attachments:

1. Chart - STB Schedule of Courses
2. Chart - Pattern of Training for Individual Officers

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